

ABSTRACT

The health industry is an industry that has an immense influence, because it is essentially related to the welfare of people's lives. Driven by various factors such as public awareness of health and the support of the national health insurance program, the health industry has experienced rapid development. This development is accompanied by an increase in the number of health units, resulting in increasingly fierce business competition in the health industry. Melinda Cardio Vascular Center Hospital is a hospital established specifically to handle heart and blood vessel diseases. The service indicators achieved by Melinda Cardio Vascular Center Hospital are still below the standards issued by the Ministry of Health, indicating a lack of utilization of capabilities and value which further impacts the strength of competitive advantage and ability to face the increasingly fierce competition in the health industry.

This study aims to recommend a new strategy for Melinda Cardio Vascular Center Hospital while identifying competitive advantages to face competition. Strategy development is done by integrating Business model canvas (BMC) and SWOT matrix. The research method applied is a qualitative approach and descriptive analysis method. Data collection techniques were executed through interview, observation, and secondary data collection. The resource persons involved were 4 (four) people. The credibility test used is the triangulation test.

The results show the Business Model Canvas (BMC) of Melinda Cardio Vascular Center Hospital which includes customer segmentation, focusing on providing priority services, and approaching customers through events. Based on the SWOT matrix, the strategies designed include highlighting priority value and personal insurance in marketing, utilizing information systems and partnership with external parties in human resource training, collaborating with influencers and other media for a wider range of information, and creating loyalty programs such as membership cards. Business Model Canvas (BMC) recommendations emphasize focusing on customer segments, collaborating with influencers, media, and external trainers, along with creating a membership card loyalty program to improve service quality and hospital competitiveness.

Keywords: Cardiovascular Hospital, Business model canvas (BMC), SWOT Matrix